PRELIMINARY SAFETY ANALYSIS & MITIGATION STRATEGY

MILWAUKEE VENUE & DEER DISTRICT PROJECT

DRAFT

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EXECUTIVE SUMMARY

FPC Live seeks to lead the industry in safety and security programs, plans, procedures, technologies, and analysis in order to protect the guests, employees, neighbors, venues, assets, and interests of Milwaukee Venues and Deer District. To achieve this goal, FPC Live has commisioned this Safety Analysis and Mitigation Strategy to enhance our understanding of critical security strategies, further our efforts to establish strong community ties, and advance our mission to build a world-class entertainment district in Milwaukee.

We intend to accomplish this goal by first fostering strong community partnerships through listening, transparency, and engagement. Further, we will pursue creative problem solving strategies to mitigate existing and future-identified concerns, including those raised by the community as well as from our own proactive planning process. Finally, we will continue to build a safety and prevention culture within our organization through a commitment to leadership modeling, employee engagement, and accountability.

COMMUNITY PARTNERSHIP

1. Respect and engage with all community members in activities that promote genuine partnership.

2. Inspire innovation and collaboration to identify both the existing and future needs of the community, and to jointly create solutions with valuable, lasting impact.

3. See Section 1, below, for Community Partnership details.

CREATIVE PROBLEM SOLVING

1. Cultivate new ideas through a systematic process for creative problem solving, including seeking diverse viewpoints, soliciting expertise, and conducting thorough planning.

2. See Section 2, below, for Creative Problem Solving details.

SAFETY & PREVENTION CULTURE

1. Foster a culture within our organization and amongst our peers in the community that promotes humility and learning, proactive analysis and collaboration, and continuous improvement.

2. See Section 3, below, for Safety & Prevention Culture details.

1. COMMUNITY PARTNERSHIP

1.1. PUBLIC SAFETY

The venue desires a strong working relationship with all public safety entities - especially the Milwaukee Police Department and the Milwaukee Fire Department – and is commited to fostering these relationships with respect, transparency, and communication. Specifically, the venue makes the following commitments:

- It is the policy of FPC Live to be fully cooperative, collaborative, transparent and responsive to Police and Fire and any public safety agency.

- Venue will staff in-house security personnel with occasional private security as needed to deal with crime and disorder issues. Final security plan to be developed in consultation with the Milwaukee Police Department (MPD).

- MPD will be notified immediately of any criminal, dangerous or threatening behavior that occurs inside or around our facility.

- MFD will be immediately allowed on-site to deal with any concerns related to public safety matters.

- All areas inside the venue and surrounding exterior will feature state of the art security surveillance camera systems. All footage will be recorded and made available to MPD on a per request basis.

- Ticketmaster customer date will be made available to MPD on a per request basis.

- All incidents and calls for emergency support services will be logged and detailed into an internal reporting system on a nightly basis.

1.2. COMMUNITY IMPACT TEAM

The venue recognizes that there are a number of stakeholders who make up the community and that nothing happens in a vacuum. The venue's patrons will also be patrons of area restaurants, hotels, venues, and city resources. In recognizing these important facts, the venue is commited to being a positive influence in the neighborhood and working closely with all stakeholder groups. To this end, FPC Live will establish a Community Impact Team (CIT) which will meet every other month throughout construction and quarterly following the opening of the venue.

The primary objectives of the CIT are to identify, analyze, and discuss:

1. Ways that FPC and partners can engage with the community
2. Current trends affecting the community and surrounding neighborhoods
3. Training opportunities that FPC & partners can provide
4. Concerns and feedback regarding proposed venue operations

Membership for the CIT will be comprised of FPC Live's leadership, Deer District leaders, local business leaders, community groups, city liaisons, and others identified on the next page.

BUSINESS COMMUNITY

In partnering closely with surrounding businesses, we aim to develop a mutually beneficial relationship through transparency, community, and problem solving. By working together, we hope to build a vibrant entertainment district.

RESIDENTS

For many people, the neighborhood is more than an entertainment destination or a business hub: it's home. It's where they eat, sleep, and play. We recognize our responsibility to be good neighbors. Partnering with the resident community will help us understand how to achieve that.

LAW ENFORCEMENT

We desire a strong relationship with the Milwaukee Police Department and aim to be a force-multiplier and not a force detractor for MPD. It is our goal to work closely with law enforcement and to ensure a safe environment for all.

FIRE & RESCUE

It is our goal to partner with the Milwaukee Fire Department to not only respond quickly to code-related matters, but to collaborate on fire safety and medical response topics, not only for our staff but for MFD as well.

OFFICE OF EMERGENCY MANAGEMENT

In developing, training, and exercising our Emergency Response Plan, we will work closely with OEM to ensure alignment with their expectations, best practices, and requests.

TRANSPORTATION

The ingress and egress of patrons will be critical not only to the smooth operation of public roadways, but also to the safety of vehicles and pedestrians alike. We aim to partner with transit operators, engineering teams, rideshare & taxi providers, and others who help keep people moving.

TECHNOLOGY

Throughout our development, we will deploy a powerful technology suite that provides valuable insights, measures results, and makes our operations and partnerships more efficient and collaborative.

2. CREATIVE PROBLEM SOLVING

In anticipation of impacts to the community and City resources, the venue has identified several critical areas, which are identified below. It is the venue's goal to identify and attempt to mitigate as many potential impacts as possible, even prior to beginning operations.

Complex problems often require creative solutions. Finding creative solutions is a multi-step process that begins with problem recognition and fact finding. Through listening sessions, meetings, hearings, and proactive analysis, the venue has defined critical areas in need of solutions.

The next step is sourcing and exploring ideas for potential solutions, a major component of the venue's pledge for community partnership. Through these community engagement efforts, the venue is seeking diverse viewpoints with the goal of finding those solutions which are not only effective and feasible, but with the most applicability to all those who may be impacted.

After ideas are developed, they are evaluated for effectiveness and feasibility. In mitigating problems, there are a four main Risk Reduction strategies. If a risk can be avoided, that stragegy will be pursued. For purposes of this document, the venue will focus on Risk Reduction strategies. Risk Reduction usually involves Environment Modification, Interdiction, Social Engineering, and/or Redundancy. The ideas for solutions sought in this document will generally fall into one of these areas.

> The other three areas of Risk Management will be employed as well, but the venue is committed to seeking actionable solutions. *More information about these strategies is included in Exhibit A.*

The process then moves to the final stage, which is adoption of one or more solutions to mitigate the problem area. As the venue continues to meticulously plan for its proposed operations, continued analysis, stakeholder input, and partnership will be required.

IDENTIFIED CRITICAL AREAS

VEHICLE FLOW & PEDESTRIAN FLOW	CROWD MANAGEMENT	OPERATIONS MANAGEMENT
Traffic	Crowd Management Plan	Policies & Procedures
Parking		Emergency Preparedness
Rideshare	Perimeter Control	Staff Training
Public Transit	Patron Screening	Quality Assurance
Pedestrian Flow		Technology Integration

Each of these critical areas are explored in the pages that follow. In each area, the venue is exploring opportunities for collaboration and partnership, creative problem solving, and thorough planning.

2.1   VEHICLE FLOW & PEDESTRIAN FLOW

VEHICLE FLOW: TRAFFIC MANAGEMENT

Event specific traffic and parking management plans to be developed on an per event basis in collaboration with the Milwaukee Police Department, Milwaukee Bucks, and any other pertinent organizations. Our traffic study and subsequent analysis will inform the plans with regards to vehicle flow, traffic patterns and management tactics for pre-event ingress, traffic patterns and management tactics for post-event egress, inbound and outbound rideshare traffic, public transit and parking management considerations.

VEHICLE FLOW: RIDESHARE

The venue will work with service providers to mitigate potential issues related to traffic flow, pedestrian waiting areas, drop-off/pick-up zones, and other operational challenges associated with rideshare. At present, we anticipate the rideshare drop-off and pick-up zone will be located directly east of the venue on Vel R. Phillips Avenue.

PEDESTRIAN FLOW: TO / FROM PARKING AREAS

Our traffic study combined with community and public-safety input, will inform our decision-making process for managing pedestrian flow to and from the parking areas. It is expected that the existing parking areas will be utilized for events at the facility and the flow patterns that pedestrians are familiar with will be maintained.
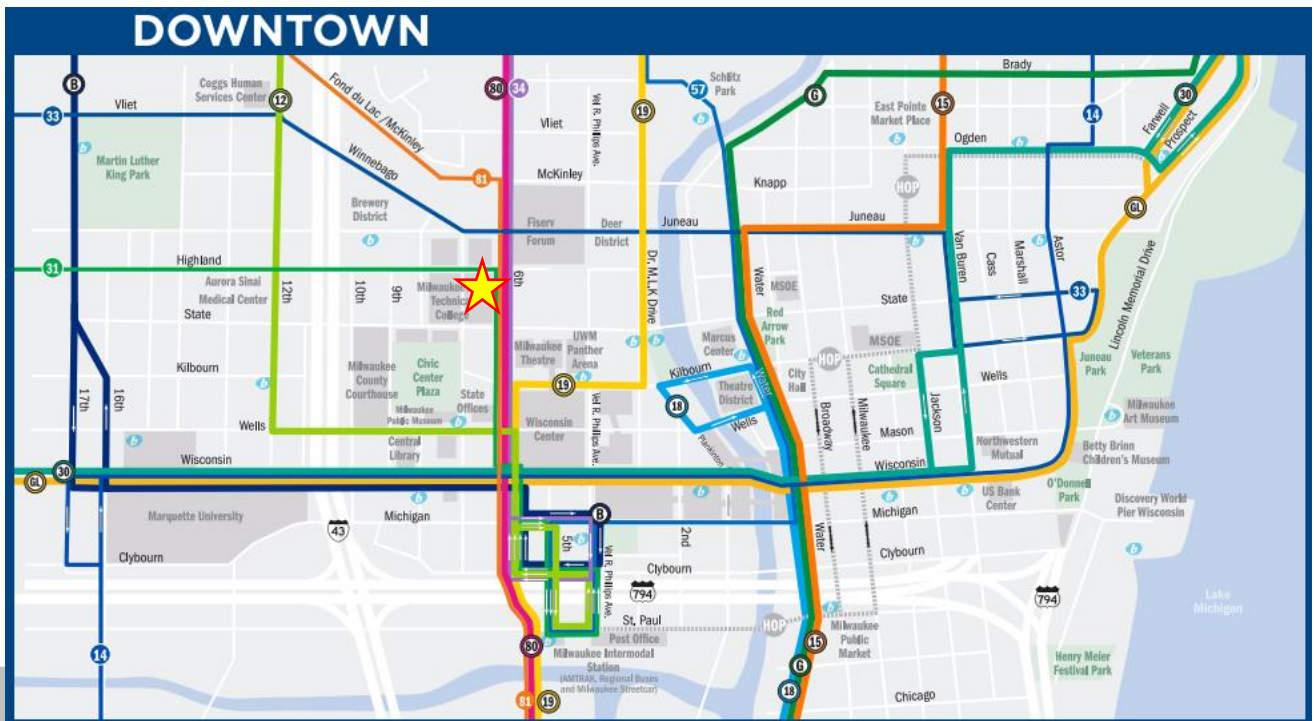
PEDESTRIAN FLOW: TO / FROM RIDESHARE

At this time, it is planned for Rideshare to drop-off and pick-up directly east of the venue on Vel R. Phillips Ave. During drop-offs prior to events, patrons can proceed to enter the queue for the venue or VIP entrance, minimizing the impact to surrounding sidewalks. Following the show, patrons can either wait inside until their ride arrives, or on the ample plaza space between the venue and Fiserv Forum. In either case, ample event staff will be on-site to assist with crowd management, pedestrian right-of-way access to sidewalks, and rideshare management, as well as monitor for any issues or concerns.

PEDESTRIAN FLOW: TO / FROM PUBLIC TRANSIT

Multiple bus routes service the area as shown in the map below from MCTS. The majority of the bus routes (31, 33, 34, 80, 81, 143) will pick-up and drop-off on N 6th Street to the west of the venue. Only route 19 is to the east on N Doctor M.L.K. Jr Drive (route 33 also drops off to the NE of the Deer District on E. Juneau Ave at N Doctor M.L.K. Jr Drive). Any pedestrian flow to and from public transit will likely be to and from the west, away from Deer District and neighboring restaurants, but in the same direction as many of those headed to and from vehicle parking in the Highland Structure at 1030 N 6th Street.

PEDESTRIAN FLOW: TO / FROM LOCAL BUSINESSES

Patrons are certainly expected to take advantage of all the neighborhood has to offer when attending events. The majority of restaurants in the immediate vicinity are to the east or south. Their proximity being either across the Entertainment Plaza or just slightly down W Highland Boulevard is seen as a positive as guests moving to or from these locations to the venue will be further spread out, allowing for better pacing and lesser concentrations of crowds on the sidewalks directly adjacent to the venue.

Hotels are slightly more disbursed with patrons possibly coming from the NW (3 hotels), NE (2 hotel), or SE (5-6 that are close). Foot traffic to hotels can reasonably be expected to be less (both in quantity as well as in concentration) than to/from restaurants, bars, other venues, and parking areas or rideshare.

Additional details regarding a simplified and preliminary pedestrian flow are on the following page.

Preliminary Pedestrian Flow Diagram
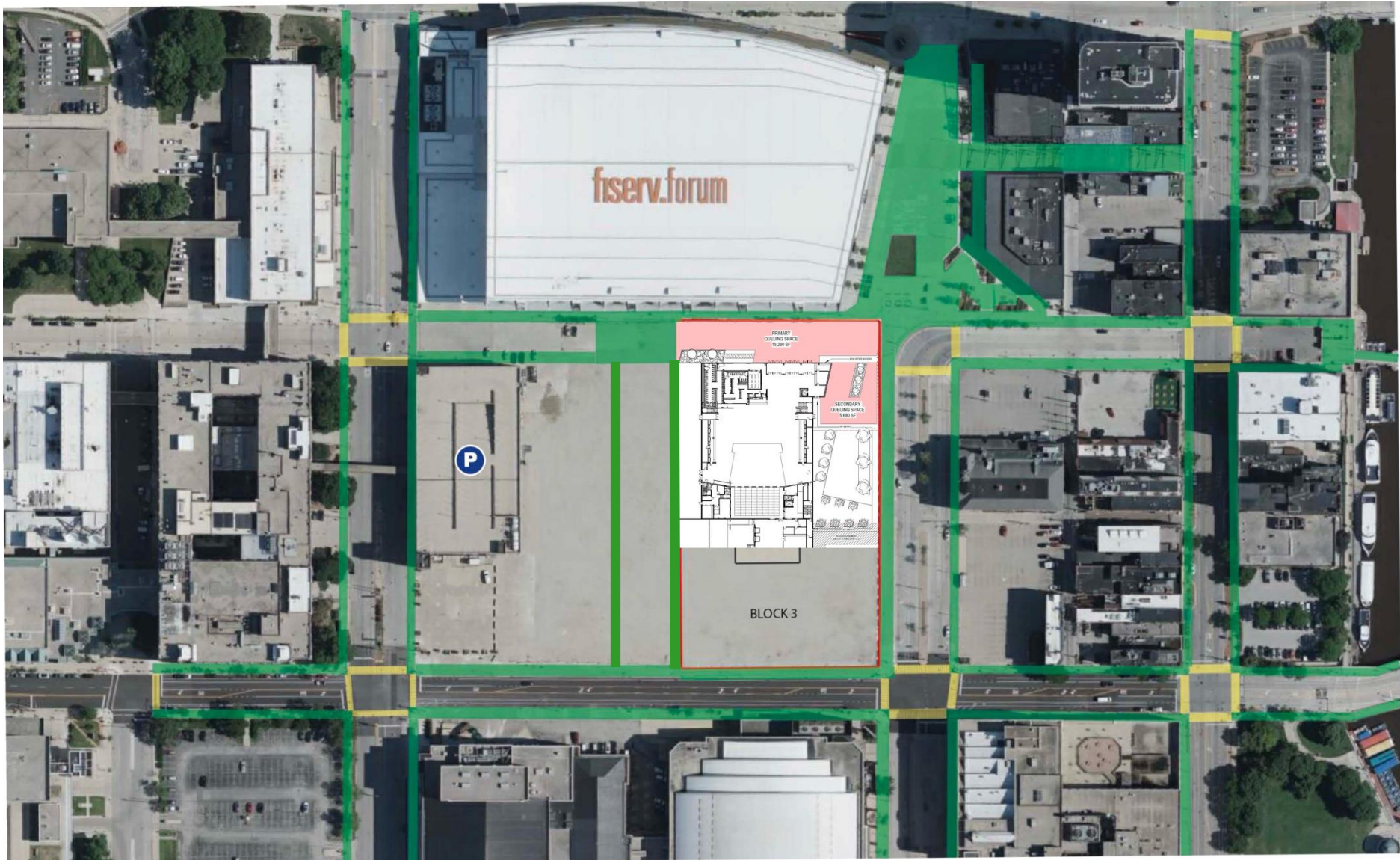
2.2 CROWD MANAGEMENT

Crowd Management Plan

The venue will develop and implement a Crowd Management Plan in accordance with industry best practices, code requirements, and guidance documents.

- The Crowd Management Plan will be adapted by the Event Manager for each type of show, considering the event's demographics and psychographics, past show history, issues identified from similar shows in other markets, information from the talent's promoter/organizer, and, when necessary due to specific concerns, the event's formal risk assessment.

- Staff will be trained as Crowd Managers and staffed in accordance with staff to patron ratios required by Fire Code, generally 1:250.

- The venue will have a specific "Show-Stop" procedure that is coordinated with both the Crowd Management Plan as well as the Evacuation Plan.

Queuing

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1. Staff will be on-site to manage crowds and assist patrons.

2. Advance ticket sales will assist in reducing the number of "walk-ups" at the box office on show days.

3. Upon arrival on site, security staff and clear signage will direct all patrons to enter a line queue system in the private plaza areas to the north of the venue. *Please reference Exhibit C for maps delineating areas for queuing.*

4. Bathroom access to the venue will be allowed for all guests and patrons starting at 9:00am on all show days.

5. Proper trash receptacles will be provided throughout the queueing areas with clean up managed and monitored by security staffing throughout the day and night.

INGRESS

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1. The venue will deploy the latest in people-screening technology, with throughput capable of screening at least the number of patrons equal to the venue's allowed capacity within the time between doors opening for an event and that event's start time, significantly reducing the queue lines around the building's perimeter.

DURING EVENT

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1. The venue will place barricades, staff, and signage to enable movement through designated paths in ticketed and general admission spaces.

2. Routes from audience areas to concessions, restrooms, and exits will be marked and illuminated.

3. Queue lines at concession areas will be managed throughout the time the venue is open to keep accessways open.

4. All fire lanes and exit paths to be monitored by staff to ensure accessibility.

5. General Admission areas will be monitored for signs of distress and indications of an increasing occupant load in an area in order to address with mitigation measures.

ALCOHOL

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1. Liquor license to be held through 3rd party concessionaire.

2. All alcohol consumed on site and will be sold through a 3rd party concessionaire.

3. Patrons are required to have a 21+ wristband issued by 3rd party concessionaire to consume alcohol on site.

4. Patrons to be monitored closely for underage drinking. Violation of drinking policy is subject to immediate ejection.

5. Alcohol policies to be posted in all areas serving alcoholic beverages.

6. All staff engaged in the serving of alcohol must be at least 21 years old and in possession of a valid Smart Serve certificate.

7. No beverage shall be sold or supplied in a glass container.

EGRESS

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1   All exit routes will be monitored and open to accommodate departing audience.

2   Entry and queue barriers will be removed during event.

3   Exit routes will be clearly marked and illuminated.

4   Bollards along street paths to prevent vehicle movement across pedestrian walkways.

5   Provide parking staff and/or work with MPD to ensure clear direction for vehicles out of lots and neighborhood streets.

6   Immediate area surrounding facility to be monitored by event staff following end of each event.

7   Immediate area surrounding facility to be inspected and cleaned for trash before, during, and after all events.

Perimeter Control

The composition of each audience, the surrounding events in the area, the weather, and other factors all contribute to the flow of pedestrians in the areas around the venue. To this end, the venue will work closely with the Bucks, MPD, neighborhood businesses, and other key community stakeholders to err on the side of "over-communication" rather than "under-communication."

Everyone has an interest in mitigating the impacts of pedestrian flow on surrounding infrastructure and adjacent businesses. In addition, the venue has a strong interest in providing an exceptional guest experience for every patron. These interests align with the goal of getting patrons into the venue (and off the sidewalks) as safely and quickly as possible.

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

1. All patrons entering the facility will require a ticket for entry, the majority of which will be sold in advance by FPC Live.

2. Prior to arrival all guests will be sent a "Know Before You Go" email detailing traffic, parking and entry logistics, prohibited items, recommendations, and other restrictions. All information will also be featured on venue websites and social media.

3. Included in published information will be location details of all parking structures featuring more than 15,000 spaces within .5 miles of facility.

4. The venue will ensure efficient entry of all patrons. The number of lanes opened will be calculated using a calculation of the ticketed attendance, the amount of time from "Doors Open" to the start of the show, and the desired throughput for all attendees.

Furthermore, FPC Live recognizes that its venue is being built and opened within an area of active and forthcoming development projects. FPC Live is committed to being actively engaged in cooperative efforts to maintain safety and enhance the vibrancy of land and space adjacent to its venue, and specifically Lots 2 and 3 of Block 3, which are parcels immediately to the east and south (respectively) of the venue development site. In partnership with the owners of Lots 2 and 3 and in consultation with neighbors both within and near Deer District, FPC Live will include Lots 2 and 3 in its security planning and operational management until development of those parcels begins. This commitment includes the use of appropriate technology, staff oversight, and active mitigation of issues. Note importantly that neither Lot 2 nor 3 is included in the vehicle, pedestrian or queuing plans related to the venue, as these lots are not under the control of FPC Live and are contemplated for future development.

Patron Screening

In addition to other practices and tactics, the venue will ensure the following in accordance with industry best practices, government guidance, and code requirements:

The venue will have a "No Weapons" policy in effect at all times. In an effort to mitigate the presence of weapons and other prohibited items at events, and in accordance with industry best practices, the venue will implement security screening for all people entering the facility.

Additionally, in furtherance of this goal, the venue will implement a bag policy and enforce restrictions in accordance with industry best practices and government guidance.

The use or possession of any illegal drugs will not be tolerated anywhere inside or outside the venue and will be cause for detainment, confiscation by the authorities, and ejection without refund.

During construction and prior to opening, the venue will establish robust policies and procedures regarding security screening, to include, at a minimum:

1. Clear definitions for "Illegal Items," "Prohibited Items," and "Unusual Items," along with procedures for handling each.

2. Plan for accommodating people with disabilities, including the screening of service animals.

3. Procedures for legal and illegal drugs that are encountered during the screening process.

4. Procedures for weapons that are encountered during the screening process.

5. Procedures for addressing threatening statements made by participants during the screening process.

6. Procedures for addressing those who refuse to participate in the screening process.

7. Procedures for continuing screening should standard screening technology become unavailable unexpectedly.

8. The role of law enforcement during the screening process and with items of concern.

All screening operations will be designed and implemented in accordance with the standards set forth by industry best practices (such as those from NCS4, IAVM, and/or ASIS International) as well as guidance from the U.S. Department of Homeland Security (Patron Screening Best Practices Guide - 2016, Touchless Screening Guide – 2021, and Public Venue Bag Search Procedures Guides – 2019).

The technologies selected and methods deployed will be consistent with those utilized by professional sports venues and other music venues.

2.3 OPERATIONS MANAGEMENT

It is the policy of FPC Live to promote the highest possible standards of health and safety of all staff, artists and guests within and around our facilities before, during and after all entertainment events, and to ensure compliance with all current local, provincial and federal standards and regulations.

FPC Live makes the following commitments with regards to operating safe and well managed events:

1. The venue will be easy to navigate, have clear signage, reasonable lighting, and helpful staff.

2. Continuous risk assessment of each individual event with proper training and preparation as needed.

3. Ensuring that all staff, including freelance workers, contractors and vendor staff are fully aware of any potential risks and hazards, as well as how their roles fit with their professional peers, vendors, patrons and artists.

4. Emergency Operations Plans with training for all pertinent staff.

5. Monitoring all work equipment to ensure it is operated in a safe manner and that any safety devices are used in a proper manner.

6. Maintaining state of the art security and surveillance equipment including security camera systems, metal detector walk-throughs, etc.

7. Adapting plans and protocols based on patron, staff, and community feedback.

Policies & Procedures

The Security Department will partner with appropriate community stakeholders and local public safety partners to develop a comprehensive set of policies and procedures pertaining to the safety and security of the venue. These documents will provide clear guidance, standards, and expectations for Front-Line Staff.

All plans, policies, and procedures will be developed in accordance with industry-accepted best practices by those with expert knowledge of the subject matter.

The preliminary list of security assessments, plans, policies, and procedures to be developed and implemented prior to the venue's first event is as follows. Together these policies and procedures will form a robust Venue Security Operations Plan.

Preliminary List of Security Plans, Policies, and Procedures to be developed:

Document Name / Type	Description
Risk Assessment	While we do strongly advocate for the all-hazards approach to emergency preparedness, a Risk Assessment is crucial to understanding the threats and hazards which may pose risk to the organization. A comprehensive Risk Assessment should carefully analyze threats (human causes) and hazards (nature or technological causes) with a focus on vulnerability, consequences, and mitigation factors. The results should be utilized to help guide the efforts and strategies of the security program.
Physical Security Assessment	In addition to the Risk Assessment, which looks at external factors which pose risk to the organization, the Physical Security Assessment studies the efficacy and vulnerabilities of the facility's internal factors – the built environment (building and surrounding area), security systems (cameras, access controls, alarms, credentials, keys), software systems, lighting, and other areas. The results should be utilized to help guide the efforts and strategies for the deployment and management of physical security systems as well as overall security management.
Document Management	A policy to address development of policies & procedures (e.g. "Written Directive System").
Use of Force Policy	A policy to address the authority (or lack thereof), training, and response procedures for security personnel to use force on subjects.
Incident Documentation Policy	A policy to address when and how incidents are documented, how those documents are created/stored/reviewed, and how incident data is analyzed. Also known as a Report Writing SOP.
Records Management Policy	A policy to address the review and retention cycles and processes for all plans, policies, and procedures. This document also usually addresses who has the authority to distribute materials to entities outside of the organization (i.e. release copies of reports to third parties).
Department Administration & Chain of Command	A policy to establish the reporting structures within the security department, including a clear delegation of critical decision-making authority in the absence of senior leadership officials.

Access Control Policy & SOP	Policies and procedures to establish objectives and key operational tasks related to the deployment, management, maintenance, auditing, and response to physical (non-cyber) access control measures. These documents should include the creation of access criteria, approval authorities, response procedures for violations, auditing schedules for electronic access records, emergency maintenance procedures, procedures for issuing, managing, and collecting physical keys from staff, lock and electronic access control equipment standards, and other essential concepts.
Credential Policy & Procedures	Policies and procedures related to the design, creation, and management of the building's personnel ID / credential system. These documents should include who has the authority to issue/request which type(s) of credentials, which credentials gain access to which areas, who creates/collects the credentials, photo requirements, temporary event-day passes, response procedures for violations, and other essential concepts.
Security Camera / CCTV Policy & SOP	Policies and procedures to establish objectives and key operational tasks related to the deployment, management, maintenance, auditing, and response to security camera usage. These documents should include the creation of deployment criteria, system access authorities, response procedures for observed incidents, auditing schedules for access records, emergency maintenance procedures, training procedures, video equipment standards, and other essential concepts.
Security Screening Policy & SOPs	A set of policies and procedures to address all security screening operations at the Facility, including when, how, where, and why to screen people, bags, vehicles, and deliveries/packages/mail. In addition to screening operations, these documents should also address secondary screening, real or claimed threats, physical searches, service animals, ADA patrons, re-entry, off-duty weapons, amnesty rules, denial of entry, event-day deliveries, dock delivery times and cargo screening, and other essential concepts.
Event Security Operations Plan	Establishes guidelines for planning security measures for events during the normal scope of business. Includes staffing levels based on type/level/classification/tier of event, deployment/redeployment strategies, procedures for opening an event, procedures for post-event security sweep, public safety staffing, event briefing concepts, post orders for event-based positions, and other essential event management concepts.

Building Security Operations Plan	Establishes guidelines for executing daily security operations during non-event times. Includes post-orders for all 24/7 "Building Security" operations, including patrol strategies and requirements.
Training Policy & Procedures	These documents describe the venue's approaches to training requests, scheduling, instructor development, documentation of training, staff evaluation, in-service learning requirements, and other essential concepts relevant to the management and success of the training program.
Multi-Year Training & Exercise Plan (MTEP)	An MTEP is a document that establishes up 3-5 year schedule for all training and exercise initiatives related to emergency preparedness. When these events are scheduled out in advance, schedules can be adjusted to accommodate them and they are better planned due to the ample planning time. Such an approach also allows for a more long-term security strategy to be implemented. Trainings and exercises build upon one another and incorporate lessons learned from previous training events.
Response Procedures	The Security Department will have a comprehensive set of response procedures to address routine actions as well as emergency response situations. Common examples include but are not limited to: Missing Persons, Intoxicated Persons, Weapons, Trespass, Service Animals, Lost & Found, UAS/Drone, Scene Management, Medical/First Aid, and Alarm Response. Emergencies Response SOPs specific to the Security Department, above and beyond the venue's Emergency Plans: - Emergency Response - Active Shooter - Evacuation - Hazardous Materials - Severe Weather
Command Center Policies & Procedures	As the nerve center of the security operation, the Command Center will have detailed SOPs for all aspects of its operations – from routine monitoring of systems, to dispatching calls for service, to facilitating communications during large-scale emergency situations.
Call Taking Policies & Dispatch Protocols	The Command Center will have a priority dispatch table to aid in the triage and management of all inbound data. Well-defined dispatch SOPs for how resources are deployed, tracked, reallocated, and reported on are essential to Command Center operations.

Communication Standards / Radio SOP	Clear, effective communication is the single most important component of security operations management and emergency response. Policies and procedures will be established to ensure communications are managed in accordance with best practices, equipment is properly maintained, staff are trained appropriately, and all communications are efficient.
Critical Incident Notifications & Emergency Notifications System SOPs	During times of crisis, the Command Center needs to know when and how to contact senior leadership, either for guidance or to notify them of a large-scale incident (including after-hours). Further, the Command Center also needs a method to quickly notify large stakeholder groups. These policies and procedures address these areas and provide for communication strategies during critical incidents.
Public Information Policy	Identifies the venue's strategy for media relations, provides the authority for who may speak on behalf of the organization, and establishes procedures for activating the Crisis Communication's Plan.
Network Outage & Power Loss SOP	Defines procedures for the Command Center to follow in the event of critical system failures with the data or power supplies to essential security systems.
Tactical Dispatch Plans	Provides quick guidance for dispatchers in the Command Center to ask critical details when processing calls related to emergencies.
Guest Code of Conduct	Communicates to guests the expectations of conduct while attending events at the venue.
Prohibited Items List	Defines the items which the venue does not allow within its facilities.
Guest Policies	(Alcohol service, Service Animals, Trespass, Weapons, UAS/Drone)
Physical Security Systems Plan	Identifies the facility's critical infrastructure, establishes the standards for the implementation of physical security systems (such as cameras, access controls, alarms, keys, credentials, etc.), and defines the process and criteria for maintenance of these systems (including routine and emergency maintenance).
Special Events Planning SOP	Establishes guidelines for planning for special events above and beyond the normal scope of business. These events include but are not limited to political rallies, conference tournaments and religious conferences. Includes all items described in the "Event Security Operations Plan" item above, but in the context of special events.

VIP Security Planning SOP	Creates a consistent process for handling requests and expanded security measures related to VIPs and V-VIPs who attend events at the venue (politicians, foreign dignitaries, celebrities, etc.).
Intelligence Sharing SOP	Establishes procedures for how the venue's security team will receive and distribute information related to crime and suspicious or unusual occurrences with local law enforcement as well as the region's fusion center.
Supervisor Training Curriculum	Using a Job Task Analysis (JTA) and through the defining of critical knowledge, skills, and abilities, establishes the core competencies, instructional methodologies, and assessment tools for the development of new leaders.
Professional Standards Policy	A series of policies which establish the venue's standards and practices related to Fitness for Duty, Scheduling, Attendance, Uniforms/Dress Code, Employee Code of Conduct, and similar topics.
Compliance Schedule	A matrix-style document that identifies all recurring tasks within the previously identified plans, policies, and procedures, the frequency/scheduling of those tasks, and the person(s) responsible for completing them (i.e. Review Document X every 6 months, Perform Access Log Audit every 90 days, Conduct Annual Risk Assessment, etc.)

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Emergency Preparedness

Working closely with local public safety partners, the venue will prepare a comprehensive **Emergency Response Plan (ERP)**, the purpose of which is to provide an overarching groundwork for consistent organization of personnel and resources before, during, and following an emergency. To accomplish this, the ERP will describe the broad roles and responsibilities of key positions and departments at the venue and how these personnel and resources will convene to manage emergency incidents. *A sample ERP Table of Contents is attached in Exhibit B.*

The intent of the ERP is to:

1. Ensure the organization's ability to sustain mission-critical functions across a broad range of emergencies;

2. Identify and designate key positions with the skills and authority to carry out the responsibilities of emergency management, response, and recovery; and

3. Identify the plans and documents which must be developed and maintained to support the goals of the ERP.

Specifically, the Emergency Response Plan will:

- Address all Life Safety matters required by Code and industry best-practices.

- Establish an Emergency Response Team within the venue's staff.

- Prioritize saving lives, stabilizing the incident, and protecting property & the environment (in that order)

- Address the applicability of Unified Command, all-hazards planning, public-private partnerships, a capabilities-based approach, and other key concepts from the National Incident Management System (NIMS)

- Emphasize the communication & coordination strategies to implement an effective response.

- Consider the community stakeholders likely to be affected by an emergency at or adjacent to the venue.

The ERP will also directly address the venue's response strategies for the following major emergencies:

- Shelter-In-Place
- Evacuation
- Active Shooter / Assailant
- Bomb-Threat / Suspicious Package
- Civil Unrest
- Crowd Surge
- Earthquake
- Fire
- Flood
- Hazardous Materials (HazMat) Incident

- Improvised Explosive Device (IED)
- Infrastructure Outage (including power, network, water, sewer, etc.)
- Severe Weather (including thunderstorms, hail, tornados, winter weather, etc.)

The venue's emergency preparedness efforts will be enhanced by the following efforts:

1. The venue will conduct routine Risk Assessment assessments in accordance with industry best practices and government guidance

2. The venue will provide regular training for venue management on the topic of emergency response

3. The venue will provide regular training for event staff.

4. The venue will host in-person live drills as required by Fire Code.

5. The venue will implement and maintain a 24/7/365 schedule which pre-designates an "Executive In-Charge" with decision-making authority for emergency response. This person will be on-site during events and available "on-call" during non-event times or after hours. The Executive In-Charge will be able to liase with community representatives and first responders should concerns arise or an emergency occur.

Staff Training

A well-trained staff is essential to fulfilling the operations as they have been / will be designed. To ensure staff are prepared for routine and emergency operations, onboarding as well as ongoing training will be provided to all team members, including freelancers, contractors, and vendors.

Training programs will be evaluated for effectiveness through supervisor observations, routine analysis of incident documentation, training assessments, and quality assurance audits.

The venue will also seek opportunities to bring various safety, security, and emergency preparedness trainings to the neighborhood and invite all partners and community members to participate.

Quality Assurance

The venue will create an audit and quality assurance program to assess the ability to secure the venue and to protect our guests, employees, partners, neighbors, and physical assets using a combination of quality assessment forms, industry best practices scorecards, "red-teams," and other security-related metrics.

These audits will identify vulnerabilities, expose gaps in training, reinforce perishable skills, and analyze areas for improvement.

Technology Integration

In addition to a well-trained staff, the venue will deploy a robust physical security system, including advanced technologies with cameras, access controls, and alarm systems. Leveraging such technologies will make the security team more efficient while also providing valuable data and insights for the venue as well as public safety partners.

Regardless of the specific technologies deployed, systems will be properly installed and integrated with one another for maximum benefit.

System components will be installed in locations using principles of Crime Prevention Through Environmental Design (CPTED), industry best practices, and guidance from the Cybersecurity & Infrastructure Security Agency (CISA) with the U.S. Department of Homeland Security.

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3. DEVELOPING A PREVENTION CULTURE

With a new venue, there is a tremendous opportunity to develop a fresh culture: one that is proactive, where the team works to avoid problems, rather than merely respond to issues only once they arise. By building safety into ways of working and thinking, combined with the stragies outlined below, the venue can foster a prevention culture.

A prevention culture can be established, among other strategies, through meticulous and consistent leadership modeling, employee engagement, transparent communication, and accountability.

Leadership Modeling

"It starts at the top." A common phrase that certainly applies in this case, as well. It is essential that leaders at all levels of management demonstrate a visible commitment to safety in their daily activities. FPC Live communicates safety as a core value for the venue and organization -as an essential ideal that is not compromised for cost or time.

Employee Engagement

In addition to providing training, the venue will routinely solicit ideas and feedback from staff to improve safety. All team members will receive regular training on a variety of safety topics and will be asked to contribute safety topics during event briefings.

Transparent Communication

If staff are expected to share safety concerns openly with management, a level of trust and open communication must first be established. Safety incidents, including "near miss" or "close call" incidents will be shared with staff in a learning environment. Additionally, the reasons / goals / purpose of policy and procedure documents will be shared during the implementation phase of new procedures. The venue will also maintain open lines of communication with local public safety agencies.

Accountability

Staff will be held accountable to the venue's safety culture and will be expected to hold each other accountable as well. In evaluating incidents, the team will look at all inputs and decision-making processes within the system that may have contributed to the incident, as part of a "Just Culture" approach. System deficiencies will be promptly addressed to ensure issues are remedied before they become incidents.

The work to secure the venue does not end when the doors open for the first event. Maintaining the standards set forth during the development phase will require a commitment to continuous improvement. Through a cycle of assessment, planning, training, implementation, and evaluation, the venue will continually iterate its safety and security standards in accordance with lessons learned. Further, FPC Live will continue to partner with all of the community's stakeholders, seek creative solutions to unique challenges, and contribute to building a world-class entertainment district in Milwaukee.

4. EXHIBITS

Exhibit A – Risk Management Strategies

The following are the industry-accepted methods for preventing and mitigating threats & hazards:

1. **Risk Avoidance**

   Risk avoidance is the process of actively eliminating hazards and activities that could impact the organization's safety, security, or operations. This can be done through processes, procedures, training, and environmental design.

2. **Risk Reduction**

   Risk reduction is the process of modifying operations or environment to limit the impact of an identified threat or hazard. In the case of the Milwaukee Venue, risk reduction strategies will fall into one of four categories:

   a. **Environment Modification**

      The process of making physical changes to a building, structure, or outdoor area is known as risk reduction through environment modification. Examples include, but are not limited to:

      - Fixed and mechanical barriers
      - Locks and access control
      - Construction and engineering
      - Protective systems

   b. **Interdiction**

      Interdiction is the prevention or interception of threats through the use of processes, procedures, or systems with the intent of reducing overall risk. Examples include, but are not limited to:

      - Patrol and surveillance
      - Entry and continuous screening
      - Background investigations

   c. **Social Engineering**

      Social engineering is the process of engaging the community and creating norms that the collective group embraces. Through social engineering, an organization makes threatening behavior unacceptable and normalizes the reporting of such behavior. Examples include, but are not limited to:

      - "See Something, Say Something" campaigns
      - Reporting hotlines (text and voice)
      - Publicized rules and regulations
      - Rapid intervention

d. Redundancy

Redundancy refers to the implementation of processes or systems that "back-up" existing processes or systems to allow for seamless or near-seamless continuity of operations. Examples include, but are not limited to:

- Identified continuity sites
- Generators (back-up power)
- Co-location sites
- Back-up equipment on hand

3. Risk Transfer

Risk transfer is the process of shifting the impact of a risk from one party to another. In nearly all cases, the impact that is transferred is financial. Insurance policies are the best and most common example of risk transfer. With venues, another common example is deployment of technologies and systems recognized by the 2002 SAFETY Act.

4. Risk Acceptance

As the name suggests, risk acceptance is the informed decision to take no specific action to prevent or mitigate a risk. This decision is made based on an analysis of the likelihood and impact of a given risk as weighed against the impact that prevention and mitigation options would have on the organization and affected stakeholders.

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Exhibit C – Queuing Space Model

PRIMARY
QUEUING SPACE
15,260 SF

BOX OFFICE ACCESS

SECONDARY
QUEUING SPACE
5,680 SF

VIP ENTRY

VIP ENTRY

ACCESS EASEMENT
ON LOT 3 FOR LOTS 1 & 2